



## Leadership and Ethics News Around the World

Greetings dear readers. In line with our vision of sharing knowledge that improves the way managers lead and live in Africa and the world, we bring you a section of interesting headlines relating to Leadership and Ethics in the global community.

### Inform



#### Bad managers, research reveals the root of your toxic behaviors

Managers may mistreat employees who perform poorly because they assume it results from a lack of diligence rather than other factors, according to research we published in September 2021.

Surveys show that about one in seven U.S. workers feel that their manager engages in hostile behaviors toward them. Abusive supervision may range from relatively mild behaviors such as lying or not giving credit for work to more severe actions, such as insults or ridicule.

While past research has suggested that it's



#### The key to leadership? Kenneth Frazier says it's all about adopting your company's values

Erectile dysfunction is not a condition that Merck & Co. wants to treat. Why? For Kenneth Frazier, executive chairman of the pharmaceutical conglomerate, ED doesn't match the seriousness of diseases like cancer, HIV, or Ebola. When he was Merck's CEO, Frazier chose to focus Merck's research budget on less profitable, higher-impact solutions to the world's deadliest viruses.

the poor performance of workers provoking managers' abusive reactions, we wanted to examine whether the faulty perception of the supervisor deserves at least some of the blame.

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His decision reflected what he saw as Merck's commitment to scientific excellence, the translation of science into impactful medicine, and valuing patient equity.

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### **The Dark Side To Finding Our Purpose At Work**

The narrative surrounding the so-called "Great Resignation" holds that people are willing, and able, to move jobs in search of something better. Sometimes this can be a search for better pay and conditions, but it can also be a search for more meaningful work.

This is usually portrayed in a universally positive light, with passion for our job linked with greater happiness, productivity, engagement levels, and therefore lower employee turnover, and so on.

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## **Emulate**



**What Role Do Individual Leaders Play in Corporate Governance?**

Entrepreneur Scott Tucker pioneered online payday lending in the US, before he was convicted of fraud and racketeering.

[Listen here](#)

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## Inculcate

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### **The Best Leaders Have a Contagious Positive Energy**

Researchers and leaders have looked for the secret to successful leadership for centuries. Dozens of new books each year promise to deliver the answer. We decided to examine this question empirically, and when we did, we found that the greatest predictor of success for leaders is not their charisma, influence, or power. It is not personality, attractiveness, or innovative genius. The one thing that supersedes all these factors is positive relational energy: the energy exchanged between people that helps uplift, enthuse, and renew them.

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### **Leaders, Stop Rewarding Toxic Rock Stars**

Research has shown that toxic cultures are extremely costly for companies, and toxic culture was the single biggest predictor of attrition during the first six months of the Great Resignation. “Toxic rock stars,” or bullies who evade consequences because they deliver results, can ruin the workplace experience for most employees, but they’re particularly harmful to women of color. In the midst of the fight for talent, at a time when the link between diversity and better business outcomes is finally being understood and when external stakeholders are demanding accountability on diversity metrics, company leaders must look carefully at the wide-ranging impacts of tolerating and rewarding high-performing bullies at the expense of culture, particularly as they impact women of color.

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## Empower



## The Coming Revolution In Human Empowerment - Part I

A diverse portfolio of technological innovations are coming together to provide the tools and resources for what I call the emerging **human empowerment revolution**. I recognize that the term “empowerment” comes with baggage so let me state at the outset that I share the definition proposed by social scientist Robert Adams: “the capacity of individuals, groups and/or communities to take control of their circumstances, exercise power and achieve their own goals, and the process by which, individually and collectively, they are able to help themselves and others to maximize the quality of their lives.”

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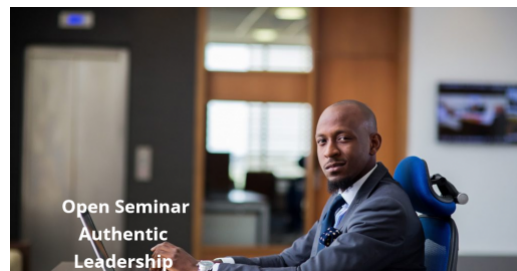
## Upcoming Programmes



### Women in Leadership

Women have become a dominant force in the workplace. Despite different challenges, many are rising to top management positions in the private and public sectors of the economy. Some have successfully broken the glass ceiling and others are aspiring to do so. As leaders, women have the responsibility to drive...

**Who should attend:**



### Authentic Leadership

The volatile, uncertain, complex and ambiguous business environment presents unique challenges for organisations that want to ensure longevity. Today, the preeminent factor in ensuring long-term business survival is leadership: decisive, accountable and strategic leadership; people with the ability to create and sustain engaging business climates for harnessing the thoughts and...

The programme is targeted towards:  
Women in senior management positions  
Women in top management positions in medium-sized businesses Professionals, consultants and owner-managers

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**Who should attend:**

This programme will benefit: Middle level managers, Senior managers and Executive leaders in public, private and non-governmental organisations.

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## Call for Papers

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### 6th Biennial Conference of the African Academy of Management - Cairo 2023

As we usher in a new decade, our nations, institutions, and communities are facing grand challenges that include the impact of climate change, corruption, poor governance, persistent inequality, and political instability which collectively, define the context of management education and practice. In considering the theme of management praxis through the lens of sustainability, responsibility, and ethics, our aim is to explore answers to questions such as:

- What role does management education play in preparing responsible and ethical leaders?
- How are African institutions and organizations responding to, and preparing for, the realities and challenges of climate change and other grand challenges?
- How can African countries and communities become resilient in the face of the volatile, uncertain, and complex environment in which we are living?
- How are different types and sizes of businesses in the continent responding to, and mitigating against climate change? How are they engaging their various stakeholders in their sustainability efforts?
- In what ways can leadership development help to prepare responsible ethical leaders?
- How is sustainability and ethics reflected in public policies in Africa? How can public policy initiatives advance sustainability in management education and practice in the continent?
- What is the role of African leaders and managers in addressing inequalities based on gender, ethnicity, class and sexual orientation? How can management help governance in Africa through leadership, values, ethics, and culturally-appropriate practices to transform the African enterprise?

Paper, Symposia, and PDW Submissions - January 30, 2022 - April 30, 2022.

For more information, click [here](#).

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